

10 January 1963

MEMORANDUM FOR THE EXECUTIVE DIRECTOR

SUBJECT: "Professionalism" in the DDI

1. The Deputy Directorate/Intelligence, having as its principal mission the collation, analysis, and production of intelligence, imposes unique and difficult standards on its professional staff. The average DDI officer must be <sup>an</sup> experienced and skilled intelligence officer per se with all this implies in terms of a knowledge of collection and analytical techniques, an ability to evaluate and project indications and evidence, and a sensitivity to the fundamental issues of the international situation as they affect US security interests. But he must be more than this; the very nature of our responsibility requires that a DDI intelligence officer be a trained physicist or economist or geographer or historian or political scientist. Even this is not enough. Since problems which confront the US intelligence community are basically regional in character, our economists (or scientists or political analysts) must be sophisticated, if not expert, in a particular part of the world. What is required and sought after, therefore, is the development of a body of skilled intelligence officers, highly trained in a relevant learned profession, and with an intimate familiarity with developments and problems in a specific country or region.

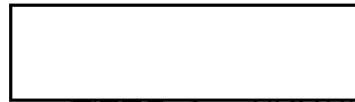
2. This is a large order. We endeavor to meet it through highly selective recruiting together with careful and continuing training. To the extent that advanced academic degrees represent the attainment of a high degree of professional skill, the DDI area can boast of high levels of achievement. Thus, more than half of the senior professionals (GS-15 and above) have advanced degrees and almost one-third have doctorates.

3. Another index of professional competence in the DDI area is the large number of contributions our analysts have made to the literature in their field -- this despite the security restrictions and inhibitions involved in writing for publication. DDI officers have published 10 books and approximately 60 professional articles in 1962 alone.

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4. Another index of "professionalism" in an intelligence agency is the level of linguistic competence. Within the DDI component is a group (Foreign Documents Division) of trained intelligence officers representing the largest reservoir of skilled linguists within, and probably even outside, the US Government. Sixty-five languages can be dealt with at the "expert" level in this group. Impressive, too, is the language competence of analysts whose responsibilities are in fields other than linguistics as such. For example, almost half our economists have at least an intermediate reading capability in Russian or some other pertinent foreign language; a like proportion of our geographers have such a capability.

5. In the last analysis, our competence must be judged by the quality of the work done rather than by the characteristics of the people who do it. Our National Intelligence Estimates, Economic, Scientific and Geographic Studies, Propaganda Analyses, Cartographic, Reference, and Translation services, covert reporting, and overt collection activities, we confidently feel speak for themselves.



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UNCLASSIFIED		CONFIDENTIAL		SECRET	
CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP					
TO	NAME AND ADDRESS			DATE	INITIALS
1					
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ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
<p>Remarks:</p> <p>Re elements to be covered in personnel questionnaire "How Good we Are; Albert's first try obviously too ambitious. Have so informed him and suggested simple approach calling for checks and yes or no wherever possible</p> <p>FOLD HERE TO RETURN TO SENDER</p> <p>NAME, ADDRESS AND PHONE NO. DATE</p> <p>27 Jul</p>					